

DD/S REGISTRATION

FILE *Training 3-1*

19 July 71

Bob:

I have grave reservations about any effort you or OTR might attempt with DD/P to countermand John's position. Whatever we may think of John's views about compartmentation, the fact remains that DD/P would be reluctant to tilt with John on the basic point which is that unless a CT is obviously to be a CS Careerist and has first utility in the Europe Division, John would prefer not to have an interim assignment to his Division. All division chiefs do not have this attitude since I believe most of them are glad to receive the cost-free assistance. The real danger I see is forcing John to take someone he could make a good case he should not take and then having him perhaps prejudice other division chiefs in their use of CT's on an interim assignment basis.

I spoke briefly with Tex on this point and he says he agrees we might win a battle and lose a war if we were to try to get TK in the act.



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29 July 1970

MEMORANDUM FOR: Chief, CTP/TR

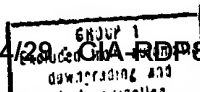
SUBJECT : Comments on Mr. [] Memorandum 25X1
of 22 July 1970 Discussing his Interim
Assignment to the [] 25X1
of the CS.

25X1 1. We are appreciative of the generous comments made
by [] in his memorandum to you discussing his assign-
ment to this Branch from 6 April to 2 July 1970. In the
case of this interim assignment we feel that a mutually
beneficial purpose was served. Mr. [] prior exposure 25X1
to and continuing interest in [] stimulated his
performance and enabled us to task him and guide him in a
manner not usually achievable in so short a period of time.

25X1 2. We found Mr. [] to be a thorough and conscientious
officer who completed tasks promptly, showed good judgment,
exercised commendable initiative, and sought advice and
25X1 support when appropriate. Mr. [] appears to have the
interest as well as the potential to pursue a successful
career in the Clandestine Service. Upon the completion of
his CT training I would be pleased to consider him for assign-
ment to this Branch, preparatory to an overseas assignment.

[] 25X1

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12 July 1971

MEMORANDUM FOR: Director of Training

SUBJECT : Interim Assignment Policy for Career Trainees
in the Clandestine Service

1. The Chief, European Division, DDP, has declined to accept a Career Trainee for interim assignment on the basis that the CT is not C.S. - oriented and probably will be permanently assigned outside the C.S. In all other ways the CT is highly qualified for interim on-the-job work in the EUR Division. He speaks fluent German, resided in Germany while attending the University of Frankfurt, has worked as a CRS analyst on [] affairs before qualifying for the CTP and needs the DDP experience before a final decision can be made about the direction his career should take. Admittedly, it does appear at this particular time that he may be best suited for work in the Support Directorate.

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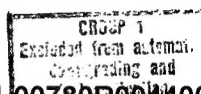
2. I discussed this case with []

[] pointing out that the EUR decision is contrary to the agreed policy stated in paragraph V, B, of the 18 February 1970 "Statement of Purpose and Plan of Operation" (attached) and further established by precedent since that time. I requested [] to intervene with the Division Chief for reconsideration of the earlier decision. He suggested that it would be more appropriate for me to talk with [] about the matter, which I did following a short interval to give []

25X1

3. After explaining to [] the reason for my call, I learned that he is strongly opposed to the CTP; consequently, he was unwilling to reconsider the interim assignment of the CT. In fact, he informed me that he would accept him only if he received a direct order to do so, presumably from the DDP. He emphasized that he "still believes in compartmentation" and to this end refused even to accept summer employees. Apparently he believes that the presence of a CT on interim assignment in EUR Division represents an unacceptable security risk to European Operations. Our conversation left me with the impression that [] will not provide on-the-job training and experience to any CT unless the CT is already clearly

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SUBJECT: Interim Assignment Policy for Career Trainees
in the Clandestine Service

committed to the C.S. and destined for permanent assignment in EUR Division. Obviously, if other area divisions in the C.S. and Intelligence and Support Directorate offices took the same position, the opportunity for CTP diversified training and indoctrination would be seriously impaired.

25X1

4. I told [] that I would gladly brief him in depth since he seemed to have mistaken impressions about the CTP. However, I suspect that it would be very difficult to convince [] that damage, if any, to operational security posed by a CT on interim assignment is so remote as to be a comparatively minor consideration.

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5. Because of the future implications of [] decision vis-a-vis the CTP, I believe OTR must take decisive action to have the DDP reaffirm CT interim assignment policy in the C.S. and, in effect, countermand [] position. There are a variety of ways this can be done and I suggest we discuss them before deciding how best to pursue this important matter.

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Chief, Career Training Program

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18 February 1970

The Career Training Program

Statement of Purpose and Plan of Operation

I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than 50 candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement and not supplant, the Agency's direct hiring of professional specialists.

II. Management

A. Selection and Training of Career Trainees

Responsibility for the selection and training of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from and consults with the Executive Director-Comptroller and the several Deputy Directors.

B. Assignments to Career Training Staff

The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and developing the initial placement of junior careerists. Such assignments should be of a rotational nature.

C. Initial Placement and Early Career Development

1. It is the responsibility of the Career Training Staff to recommend initial placement of Career Trainees within the Directorates based on their background, training record, specific qualifications, results of interim assignments, and suitable openings.

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2. Actual placement of Career Trainees is the responsibility of the Directorate or Career Service officials following consultation with representatives of the Career Training Staff. The component reserves the right to determine the suitability of the trainee for career assignment and to accept or reject him accordingly.

3. The Directorate or Career Service is responsible for early career development of the trainee based on a general plan devised in consultation with the Career Training Staff at the time of assignment.

4. The assignment is not confirmed nor the trainee accepted into the Career Service until the component is satisfied about the suitability of the trainee and the appropriateness of the assignment.

III. Operation

A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants and outstanding junior personnel already on duty in the Agency.

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity; evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades

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become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. Thereafter, a Career Trainee will be promoted according to norms established by the particular Career Service into which he is accepted.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will become no less favorable for that group so long as it is on the current roster of the Program.

E. The first Career Training Class to which the above promotion policy will apply is that of January 1971.

V. Training

A. Basic

All Career Trainees are enrolled in a basic training cycle designed to familiarize them with current and projected world problems; the role of the U.S. in world affairs and its international activities; the purpose and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. Duration of this cycle normally will not exceed three months and may be shortened depending on evolution of content, teaching methods, and evaluation techniques. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of

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basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with component officials, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with an appropriate representative of the unit to which the trainee is assigned to acquaint him with the trainee's background, to discuss what each of them believes is achievable during the period of assignment in terms of the trainee's contribution to the work of the unit, and to provide a basis for familiarizing and evaluating the trainee during the period. Success in this depends upon the degree to which supervisors accept the responsibility to ensure experiences that have a positive impact on trainee motivation.

VI. Early Career Development

A. Determination of Career Direction

1. Upon the trainees' successful completion of the basic training cycle and interim assignments, a determination is made about the most appropriate career projection (Directorate) for each trainee. In making such determination, the Career Training Staff relies upon judgments of component representatives about their projected needs for junior officers and about a particular trainee's suitability as a result of their exposure to him during interim assignment. Also taken into account are the trainee's qualifications, training and interim assignment performance; psychological evaluation; and the trainee's preferences to the extent they are consistent with the Agency's needs and his own qualifications.

2. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case. The determination about a given trainee's career direction is not irrevocable but can be changed in the light of subsequent developments, particularly with regard to his performance in advanced training or initial assignment.

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B. Advanced Training

1. Advanced training is given to a particular trainee in accordance with the career direction which has been determined for him. It is designed to develop and improve skills for application in a major functional area of the Agency, i. e., clandestine operations; intelligence collation, analysis and production; support functions; or other pertinent type of work. Agency training courses given as part of the Program at this stage of development range in duration from six weeks to six months depending on the type of preparation required.

2. Effort is made to enroll the trainee, whenever practicable, in advanced training at such time as he will be able to capitalize on it as soon as possible after its completion. In cases where the trainee may not receive such training before he is transferred from Career Training status to a functional Career Service, it becomes the responsibility of the operating component to which he is assigned to arrange such training at the appropriate time.

3. Additional training which is desired by an operating component but is not formally included in the Career Training Program, e. g., course work at outside institutions, language training, or other Office of Training courses, may be arranged in consultation with the Career Training Staff.

C. Initial Full-Time Assignment

1. Once the Career Trainee has successfully completed training sufficient to satisfy requirements for his being assigned on a full-time basis, the Career Training Staff notifies officials of the appropriate Career Service or Directorate of the trainee's availability and requests that he be considered for assignment which would best match the trainee's qualifications with the component's needs. It is the prerogative of the component to determine which assignment is most appropriate for a particular trainee.

2. An essential element in the effective implementation of the assignment, however, is the opportunity for personal consultation between the Career Trainee's Program Officer and his projected supervisor. The Program Officer is charged, first, with providing to the supervisor pertinent information about the trainee's background, performance to date, and personal characteristics. In addition, the Program Officer and supervisor together should devise a practicable short-term plan for the use and development of the trainee, including where feasible additional Agency and external training.

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D. Monitoring the Assignment

1. Once placed in his initial assignment, the trainee remains in Career Trainee status until appropriate officials in the operating component are satisfied that he is properly placed and eligible for transfer into the component's career service. Action to this end should be taken not later than one year following the assignment and can be accomplished earlier, if mutually agreeable. During this period both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about the trainee's effectiveness and his suitability for career development in the component.

2. If experience during this period reveals unsatisfactory aspects to the assignment, corrective action may be undertaken. Such action can include remedial training, reassignment within the component, and return to the Career Training Program for reassignment or separation from the Agency, as appropriate.

3. Once the Career Trainee is accepted by a Career Service, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as from other students, to assess the validity of its training programs.

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